

February  
2009

CERTIFIED  
PUBLIC  
MANAGER

**CPMP**Program

**Analyzing  
SCDOT's Compressed  
Work Week Program**

**Andy Leaphart  
and  
Jo Ann Woodrum**



# **Four-Day Compressed Work Week Program**

## **EXECUTIVE SUMMARY**

During the recent energy crisis, the South Carolina Department of Transportation (SCDOT) introduced the Four-Day Compressed Work Week Program, which offered employees the option of working four ten-hour days per week. The stated goals of the program were to assist employees with the rising costs of fuel, allow employees to spend more time with their families, and to provide additional time away from work to volunteer with charitable organizations. Work was scheduled so that services were provided five days per week with no reduction in services to SCDOT customers. Initially the trial period was from June 16 to August 29, 2008, but at the end of that period, the program was extended indefinitely.

The purpose of this study was to determine if the compressed work week impacted morale, productivity, the use of leave, and worker's compensation claims.

To gauge these four program impacts, both employee work reports and surveys were studied, as well as leave reports and workers' compensation claims. Results were positive for the use of leave and morale, but there was an increase in workers' compensation claims during the study period. The attached report details all of the study findings and offers further recommendations for the program.

# **Four-Day Compressed Work Week Program**

## **CPM PROJECT OUTLINE**

**Andy Leaphart & Jo Ann Woodrum**

### **PROBLEM STATEMENT**

In an effort to assist employees with the rising costs of fuel, the South Carolina Department of Transportation (SCDOT) initiated a pilot program that would allow employees to work a compressed week from June 16 through August 29, 2008. Because of other unrelated fuel saving initiatives, it would be difficult to isolate the impact that the compressed work week has on fuel consumption. However, this study will focus on four possible program impacts: productivity; the use of employee leave; worker's compensation claims; and morale. This includes examining possible changes in productivity for the units switching to work four 10-hour days, as well as any possible physical effects of the extended hours on employees' health and job satisfaction. And finally, the study will survey participants to determine their opinions of the program.

As a public service organization, SCDOT offices have to be staffed Monday through Friday from 8:00 until 5:00. If employees are working four 10-hour days, there are internal, and possibly external, service issues. Employees' pay checks are no longer uniform (1/24<sup>th</sup> of their annual salary) and additional accommodations may need to be made for individual employee's concerns (i.e., child care and part-time jobs). There is also concern for employees' exposure to summer heat for an extra two hours daily.

## **DATA COLLECTION AND ANALYSES**

To identify and analyze the program, data was collected from SCDOT's Highway Maintenance Management System (HMMS), worker's compensation cases, employees' leave statements, and participant surveys.

To evaluate productivity of the maintenance road crews, the study utilized data from the Highway Maintenance Management System (HMMS). Every crew enters a separate Daily Work Report (DWR) for each work activity that they perform. This report shows the labor, material and equipment needed to perform the activity and the resulting amount of accomplishment. The activity is broken down by Activity Code and further defined by Work Description. For example, Activity Code 501 is Driveways. Possible Work Descriptions for this activity are Install, Maintenance or Remove.

Maintenance road crews perform many diverse functions. Some crews are geared to perform all activities in an area, while some crews specialize in a particular activity. To help focus the data for this study, crews were identified that are participating in the compressed work week program and that perform essentially the same work for the evaluation period.

The study established a baseline by averaging the productivity (per crew, activity code and work description) during the same period in July and August of 2006 and 2007. This baseline was compared to the productivity for July and August 2008. A ratio of the averages of 2008 divided by the 2006-07 baseline was established. A score of 1.0 indicates equal productivity, while scores above 1.0 would indicate an increase in productivity within that crew.



To analyze employee annual and sick leave, the baseline was again set by averaging the number of hours of leave taken in July and August of 2006 and 2007. This was compared to the number of hours taken by the same participating employees in 2008.

Time missed for injuries that occur on the job are recorded as Worker's Compensation hours. Baseline data for these hours were generated by averaging data from July and August of 2006 and 2007 and comparing it to July and August of 2008 for the same employees.

A survey was developed to gather feedback on, productivity, the use of leave, employee focus and fatigue, and morale. The survey was circulated to all SCDOT employees via the Department's intranet site and by paper copies to those lacking computer access. SCDOT estimates that nearly 700 employees are currently participating in the compressed work week program. After collecting and segregating the data, trends were identified in the participant surveys about the four core areas of this study (productivity, the use of leave, workers compensation claims, and morale). The remaining surveys were reviewed to identify trends in both previous program participants and non-participants.

## **Four-Day Compressed Work Week Program**

During the summer of 2008, average consumer prices for regular gasoline exceeded \$4.00 per gallon<sup>1</sup>. To help reduce fuel consumption for the agency and its employees, SCDOT offered employees the option of working a compressed work week consisting of four ten-hour days per week. The stated goals of the program were to assist employees with the rising costs of fuel, allow employees to spend more time with their families, and to provide additional time away from work to volunteer with charitable organizations. Work was to be scheduled so that services were provided for five days per week during core business hours, with no reduction in services to SCDOT customers. Initially the trial period was from June 16 to August 29, 2008, but has since been extended indefinitely. Program announcement and guidelines are contained in Appendix 1.

This study uses employee surveys and Departmental data to evaluate the impact of the compressed work week program on morale, productivity, the use of annual and sick leave, and workers' compensation claims.

### **SURVEY METHODOLOGY**

A survey was developed to gather feedback on morale, productivity, the use of leave and employee focus and fatigue. The survey was circulated to all SCDOT employees via the Department's intranet site and by paper copies to those lacking computer access. SCDOT estimates that nearly 700 employees are currently participating in the compressed work week program and over 600 participants responded to the survey over a three day period. The remaining surveys from both

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<sup>1</sup> Energy Information Administration (<http://www.eia.doe.gov/>)



previous program participants and non-participants were reviewed to identify trends, but the responses were not included in this study. A sample survey and the collected data are contained in Appendix 2.

Many surveys, both electronic and paper copy, were submitted with missing and/or conflicting data. These surveys were discarded and not used in the tabulations. To aid in the summary process, all paper surveys were entered into the online system by Andy Leaphart.

### **IMPROVED MORALE**

Reviewing employee morale is an important aspect of the analysis of the compressed work week program. Program participants were surveyed to gauge their feelings about the compressed work week and how they relate the program to their job satisfaction. Responses to this portion of the survey were hugely favorable among the program participants. Over three-quarters of the respondents gave favorable responses to the questions on morale (questions 17-22 in Appendix 2).

In particular, 91% of the program participants believe the compressed work week is an employee benefit. This overwhelming favorable response is a strong indicator that the program fosters a belief among SCDOT employees that the agency understands employee concerns during tight economic times. This belief is also shared by previous program participants and non-participants. Figure 1 shows responses from the morale portion of the survey from program participants.

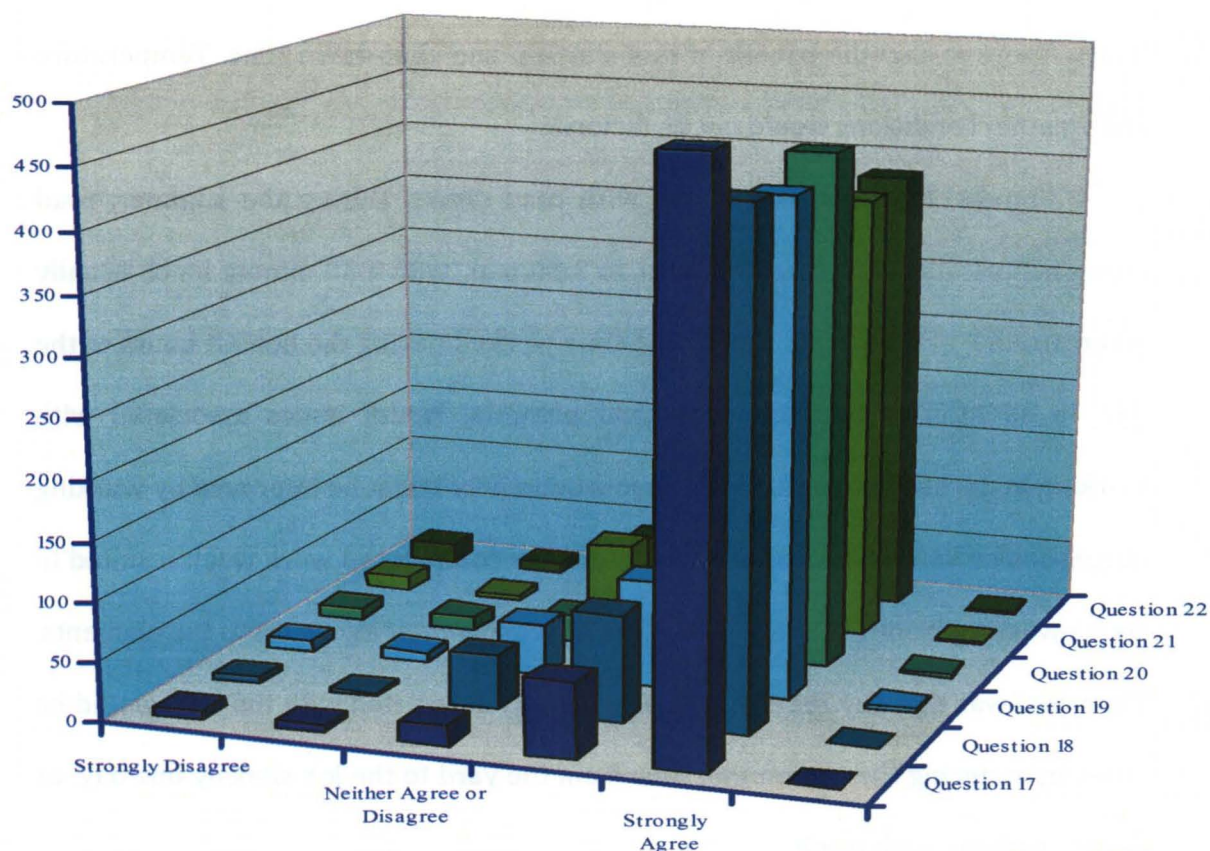


Figure 1: Participant survey data from morale questions

### CHANGE IN PRODUCTIVITY

SCDOT is a diverse organization. The work force consists of about 5,000 employees where nearly half work in climate controlled offices, while the remainder works outside building and maintaining South Carolina's roads and bridges. Those working in offices have varying systems for measuring and recording accomplishments throughout the Department. The diversity of the systems and variance in tasks makes it challenging to determine if there is a change in their productivity. Any reduction in productivity that would result from longer hours at a desk would likely be offset by the uninterrupted time beyond the normal working



hours. There is also the benefit of less start-up and shut-down time. Temperature and weather conditions would not be factors.

Climate, however, is a factor with road crews. During the summer, road crews historically work from 7:00 a.m. to 3:30 p.m., with a 30 minute lunch usually taken around 11:00 a.m., to reduce the time worked during the hottest hours of the day. In addition to the discomfort and potential health issues associated with working in the heat, it was believed that productivity might be improved by working during cooler hours. The extended hours for the compressed work week resulted in crews working from 7:00 until 5:30, thus increasing their exposure to the elements. The belief was that any reduction in productivity associated with the heat would be offset by reducing the commuting time from the yard to the job sites by one day, or twenty percent, each week.

To evaluate productivity of the maintenance road crews, the *Highway Maintenance Management System* (HMMS) was utilized. Every crew enters a separate *Daily Work Report* (DWR) for each work activity that they perform. This report shows the labor, material and equipment needed to perform the activity and the resulting amount of accomplishment. The activity is broken down by *Activity Code* and further defined by *Work Description*. For example, *Activity Code 501* is *Driveways*. Possible *Work Descriptions* for this activity are *Install, Maintenance or Remove*.

The initial task was to identify crews that participated in the compressed work week program. Some crews are geared to perform all activities in an area, while other crews specialize in a particular activity or activities. In an effort to

obtain more reliable data, crews were selected that performed essentially the same work for the two month evaluation period. Time entry was reviewed in HMMS and to identify the crews to be studied (see Appendix 3).

The challenges to address in comparing productivity were the diversity of the crews in size and configuration, the variation in the nature of the tasks that they perform, their methods of accomplishing the tasks, and weather conditions. To eliminate the variability in the crew size, it was decided that accomplishment would be establish using the average amount of accomplishment per employee per hour. It was also decided that comparing the productivity of a crew against its previous performance would minimize the variability of the crew configuration and method of accomplishing tasks. And finally, the belief was that over July and August, the changes in weather conditions would be minor and the effect on production would be negligible.

This left the variation in the nature of the tasks performed. Even the productivity for tasks as basic as patching a pothole may vary depending on the need for additional personnel for traffic control. Driveway installations may require the installation of pipe and the length of the drive (to the right-of-way line) may vary from 3 to 30 feet.

A baseline was established by averaging the productivity (per crew, activity code and work description) during the same period in July and August of 2006 and 2007. The average productivity, using the same parameters, was established for July and August 2008. A ratio of the averages of 2008 divided by the average of 2006 and



2007 was established. A score of 1.0 would indicate equal productivity, while scores above 1.0 would indicate an increase in productivity within that crew.

This comparison of same crew productivity created a problem with the Herbicide crews. During this three year time period, the Work Descriptions changed for Activity Code 402 – Herbicide Application. The change made it impossible to compare productivity for the crews, but their use of leave time was compared.

The ratio for a crew was plotted along with all the other crews performing the same activity codes and work descriptions.

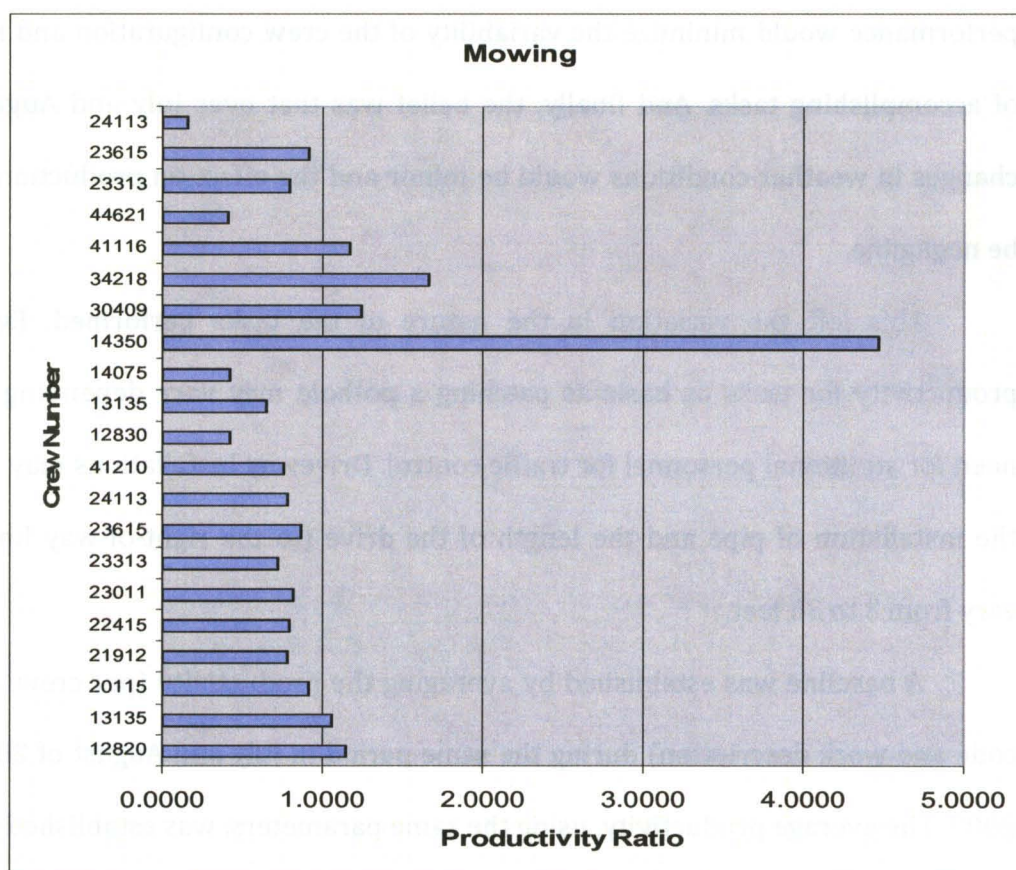


Figure 2: Productivity ratios for mowing operations



Figure 3: Productivity ratios for new sign installations

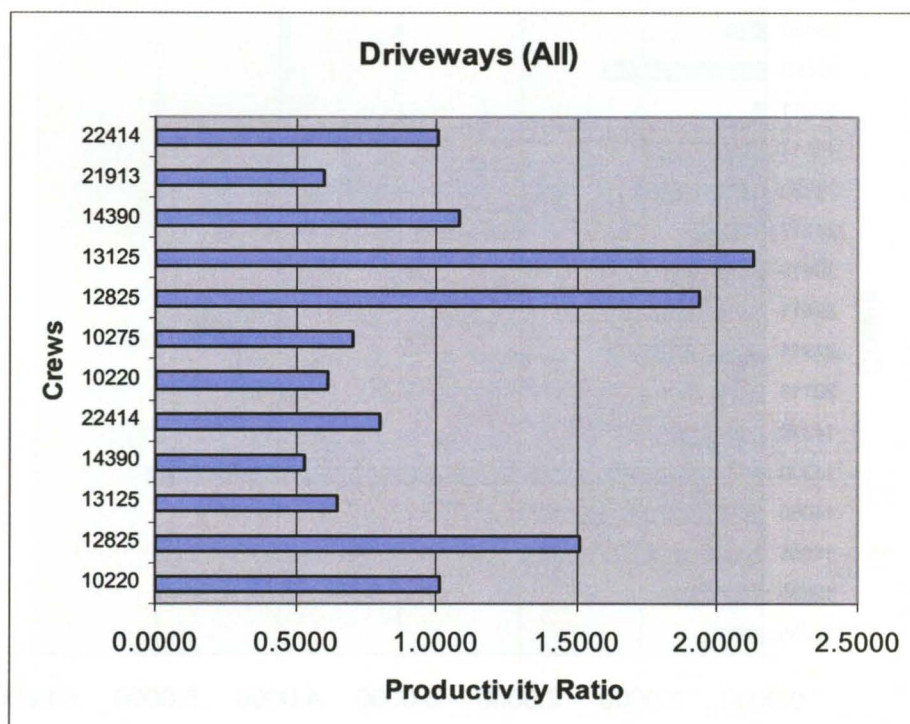
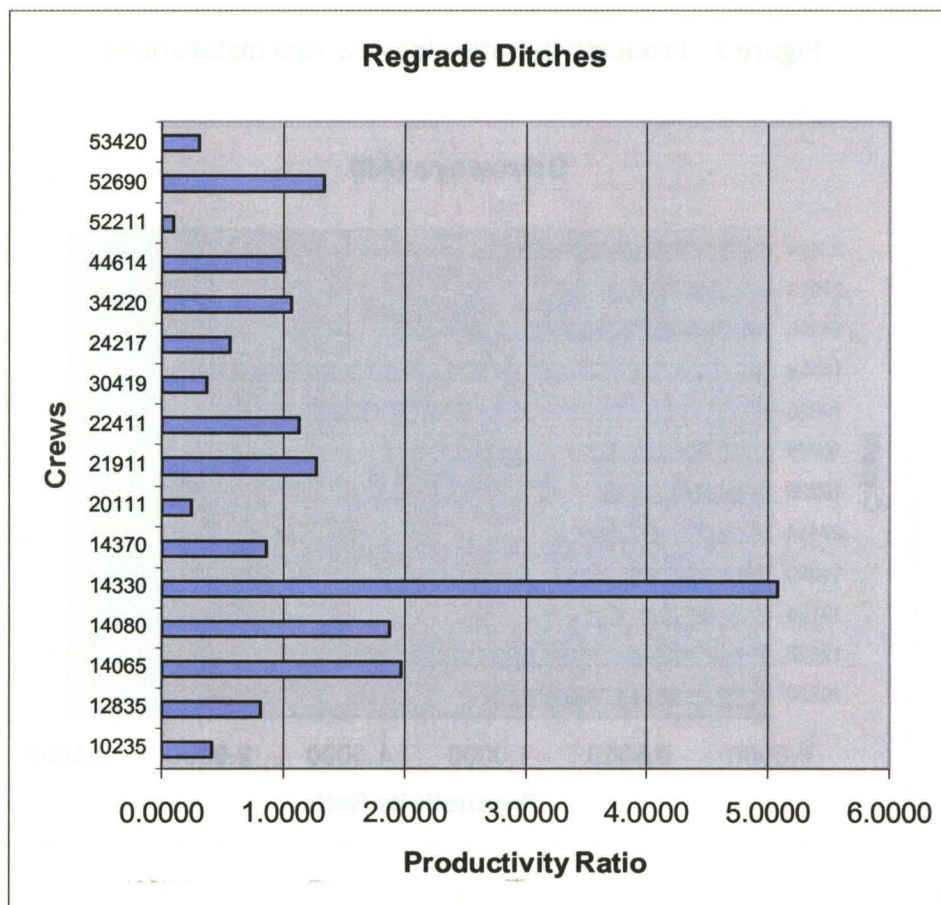
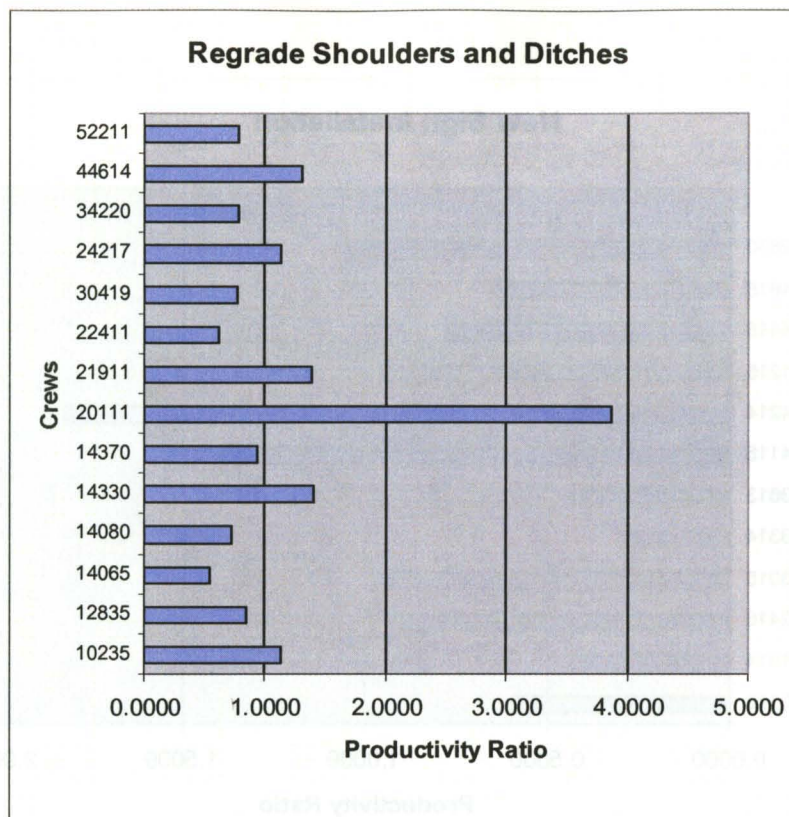


Figure 4: Productivity ratios for shoulder and ditching operations





Figures 5 and 6: Productivity ratios for shoulder and ditching operations

<b>Summary of Productivity Ratios</b>		
<b>Activity</b>	<b>Less than 1.0</b>	<b>Greater than 1.0</b>
Mowing	15	6
New Sign Installation	8	4
Driveways (All)	6	6
Regrade Shoulders and Ditches	8	6
Regrade Ditches	8	8
Total	45	30

The results of this comparison were inconclusive, but there appears to be an overall trend that indicated that productivity was lower during the compressed work weeks. These results may have been affected by:

- Limited data - sometimes only one data point for a year;
- Changes in work descriptions for the same activity code over the years;
- Variation in the scope and amount of work necessary to complete a unit of accomplishment (i.e., driveway installation or acre of mowing);
- Environmental or weather related impacts;
- Data entry.



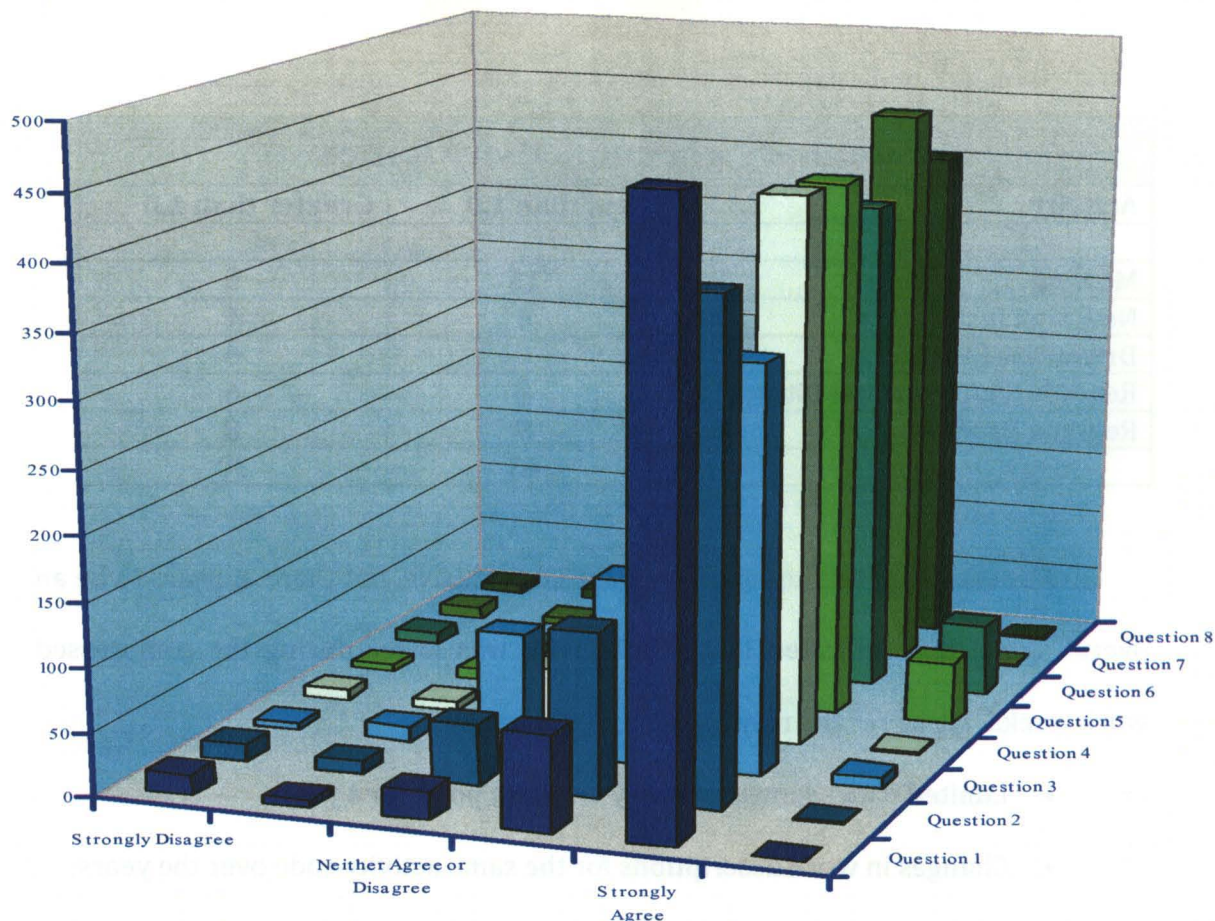


Figure 7: Participant survey data from productivity questions

Analyzing the employee survey of program participants shows a strong belief that the compressed work week program improves employee and agency productivity (see Appendix 2). Program participants responded favorably that the compressed work week has increased both their work and home productivity (questions 4 and 19). Additionally, participants reported few problems with scheduling work and meetings during their four-day work week.

#### **AFFECTS ON THE USE OF SICK AND ANNUAL LEAVE**

Missing a day of work while on compressed work weeks required ten hours of sick or annual leave instead of the traditional eight hours. This had the potential of increasing the use of leave time, as well, increasing the difficulty of accurately

tracking and managing leave by the employees. However, the need for additional leave on each day off could be offset by having an extra day available during the week for medical appointments, personal errands, etc.

To compare annual leave, the average number of hours of annual leave taken in July 2006 and 2007 was compared to the number of hours taken (by the same crews) in 2008. The same analysis was done for the month of August. The amount of annual leave used by the crews participating in the compressed work week was 86% of the average amount of annual leave used by the same crews during the same period in 2006 and 2007.

The same procedure was used to determine the use of sick leave. July showed an increase in the use of sick leave of 12%. August showed a decrease of 14%. The average of the two months showed an overall decrease of 2%.

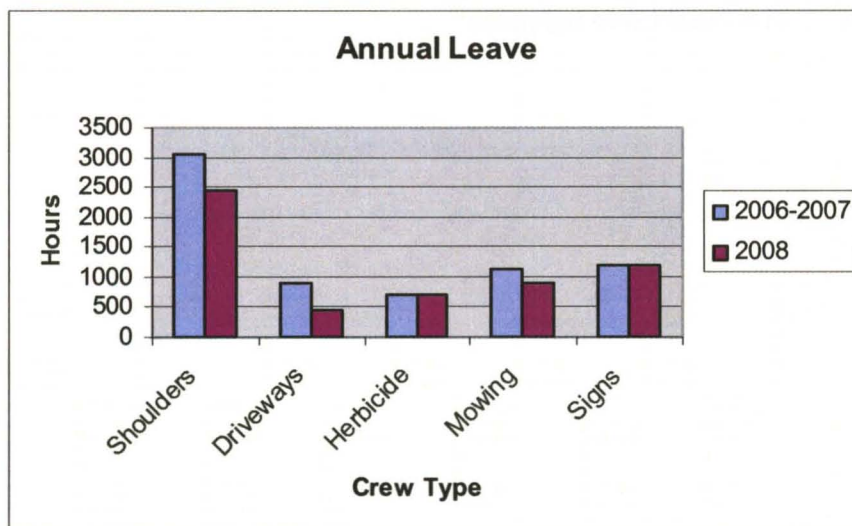


Figure 8: Comparison of annual leave balances



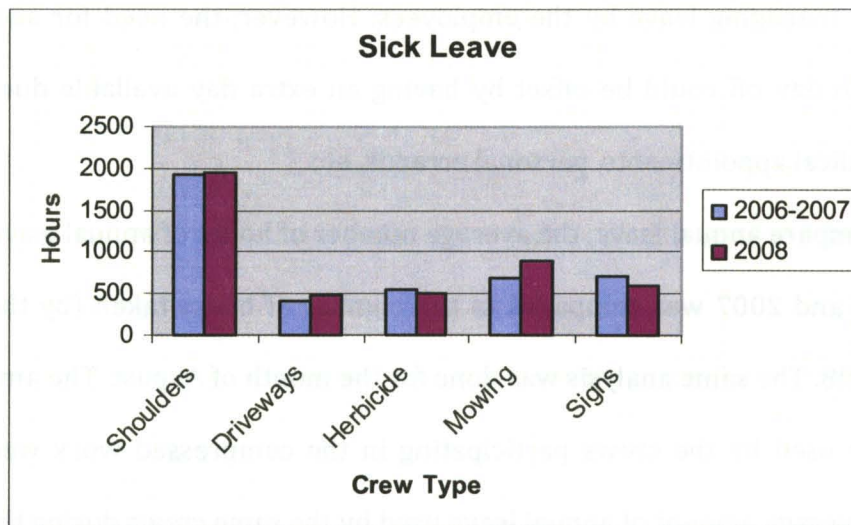


Figure 9: Comparison of sick leave balances

The participating employees again positively responded to this portion of the survey. Nearly 90% indicated that their off-day is used for scheduled medical appointments and personal errands. Further, nearly 70% indicated increases in their sick leave and annual leave balances.

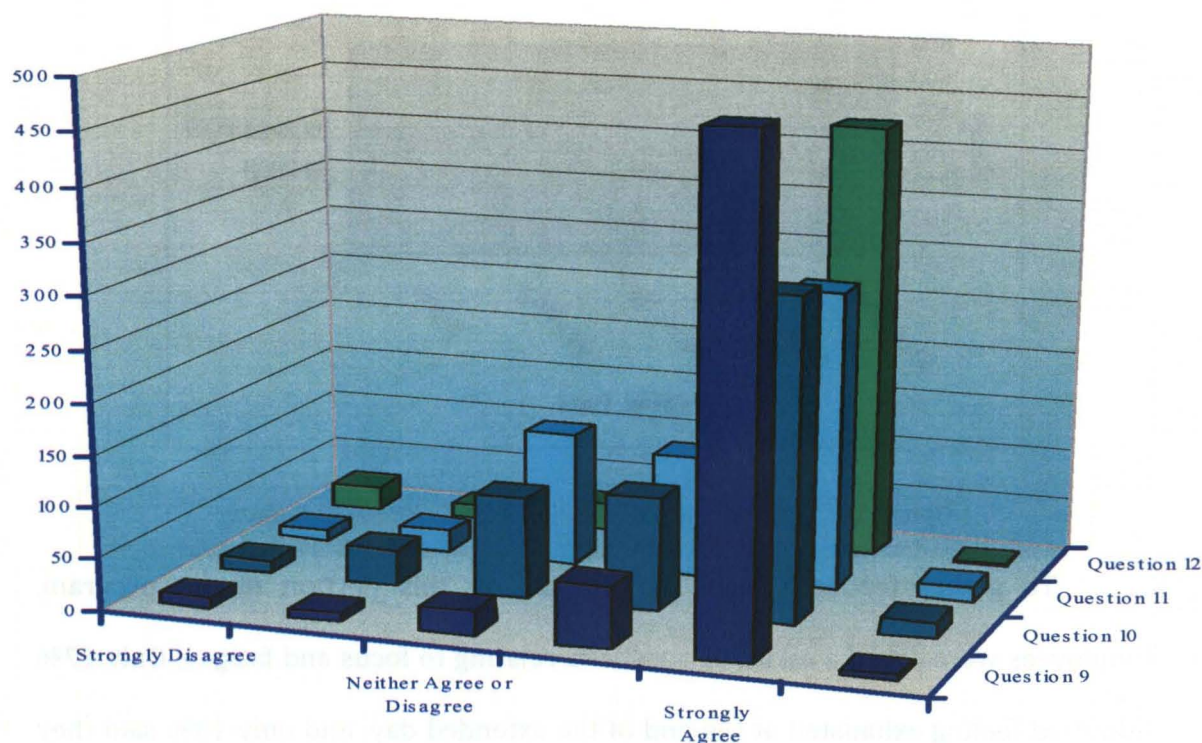


Figure 10: Participant survey data from leave questions

### AFFECTS ON WORKER'S COMPENSATION

Time missed for injuries that occur on the job are recorded as Worker's Compensation hours. These hours were also averaged for July 2006 and 2007 and compared to July 2008 for the same crews. July 2008 showed a slight reduction in hours (2%). However August showed a 60% increase. This resulted in a 25% overall increase in the amount of Worker's Compensation for the two month period (see Figure 11).

It would appear that the change in working hours did effect the amount of worker's compensation hours and should be considered when evaluating the overall success of the compressed work week.



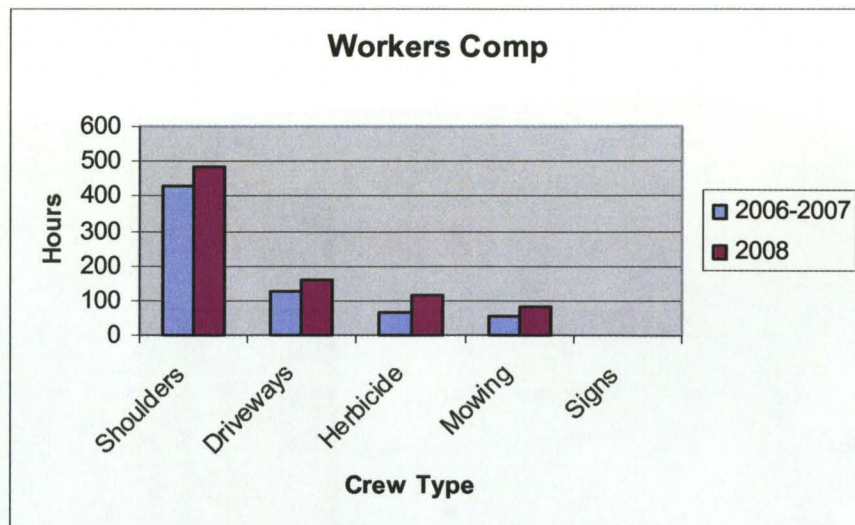


Figure 11: Comparison of workers' compensation leave

To gather feedback from participants on this portion of the program, employees were asked a series of questions relating to focus and fatigue. Only 17% admitted feeling exhausted at the end of the extended day, and only 13% said they need additional work breaks on the extended day. Over 80% said they were able to maintain focus during the extended work period (see Figure 12).

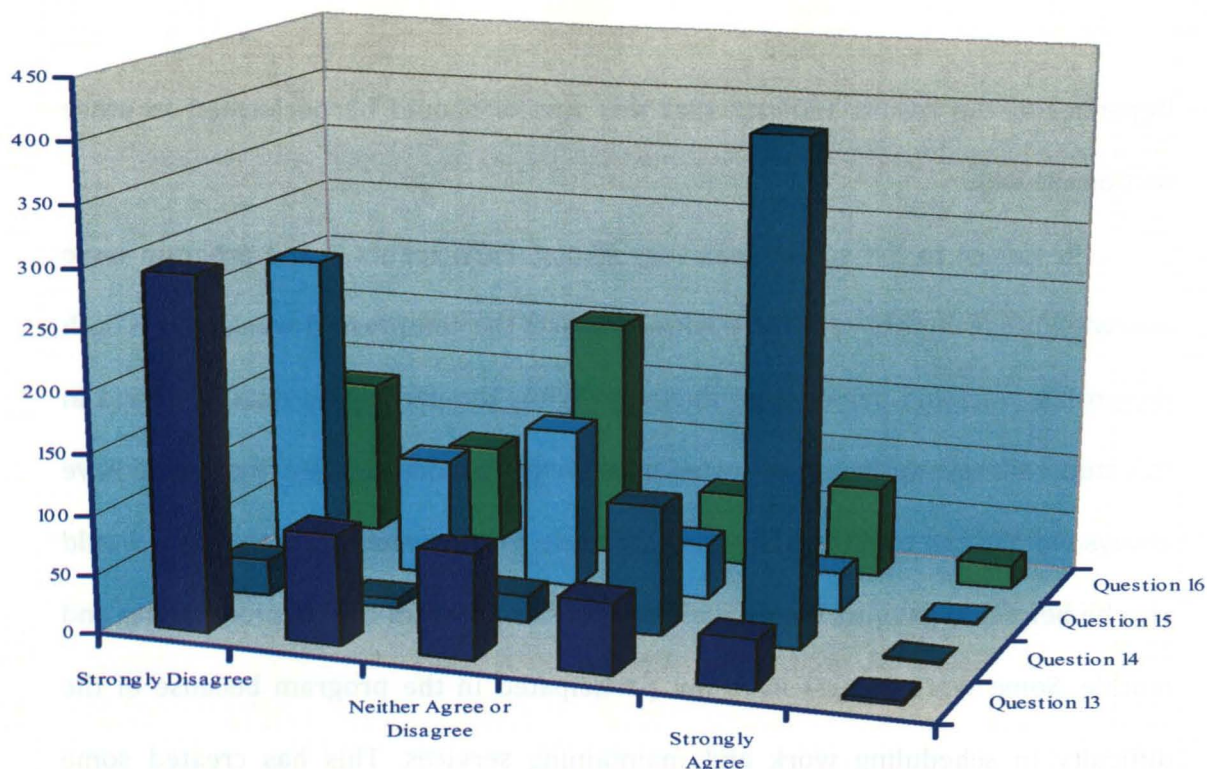


Figure 12: Participant survey data from focus and fatigue questions

## CONCLUSIONS & RECOMMENDATIONS

Employees participating in the compressed work week program have reported favorable results in both their personal and professional lives. While the survey portion of this report yielded opinion driven support, quantitative measures in place for field operations also indicated a reduction in the use of annual and sick leave. Results of this study give strong indications that the program should continue, but the results also offer areas where the program can continue to be monitored. Much of the data studied is limited in scope and a more comprehensive review of the program is required to fully gauge the program's impact.

SCDOT has been very active in trying to reduce worker's compensation claims. While the increase reported in this study focused on a single area of the



Department, the results indicate that this review should be performed in other sections as well.

Response to the survey was very strong. Participants in the program were overwhelming supportive of the positive impacts the compressed week has on both the professional and personal productivity. While the participant data was used in this study, surveys were also collected from former participants and those who have always worked the traditional five day schedule. Further analysis of this data would also be helpful in gauging the overall impacts this program has on productivity and morale. Some work groups have not participated in the program because of the difficulty in scheduling work and maintaining services. This has created some resentment. There is also support from some offices for a four-day week that completely closes the department for an additional day each week, as well as an option that would allow employees to compress work schedules to nine days every two weeks.

The Four-Day Compressed Work Week Program demonstrates SCDOT's support for its employees and its desire to be fiscally conservative with both Department and employee resources. The results of this study support the continuation of the program and possible areas for growth and expansion.



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# CPMPProgram

## **Appendix 1**

### **Program Announcements and Guidelines**



**From:** SCDOT Announcement  
**Sent:** Thursday, June 12, 2008 12:01 PM  
**Subject:** Compressed Workweek

Secretary Limehouse has approved a condensed workweek schedule for SCDOT employees as a pilot program. This program will begin on Monday, June 16<sup>th</sup> and will continue through Friday, August 29, 2008. Please click on the link below to review the Guidelines for Working a Compressed Workweek, the Participation Agreement, and some sample work schedules. An employee's supervisor must approve an employee's participation in this program. If an employee does not choose to participate, they do not have to sign an Agreement. Please note that our payroll system will not allow for a compressed 9-day work schedule in a two week period, and that this is currently not an approved option for employees. We are considering revisions to our system to allow for this option at some time in the future.

We are pleased that Secretary Limehouse has approved this program. Participation in a condensed workweek will assist employees with the rising costs of fuel as well as allow employees to spend more time with their families. Employees will also have additional time away from work to volunteer with charitable organizations.

If you have any questions, please contact the Human Resources Office at (803)737-1322.

[http://iwww.dot.state.sc.us/pdf/broadcasts/4\\_day\\_workweek.pdf](http://iwww.dot.state.sc.us/pdf/broadcasts/4_day_workweek.pdf)

## GUIDELINES FOR WORKING A COMPRESSED WORKWEEK

- The employee's supervisor must approve an employee's participation in this program in advance. The supervisor must ensure appropriate coverage for their work area Monday through Friday, 8:30 am to 5:00 pm. (core hours). Appropriate coverage is defined as the work area's ability to respond to inquiries, operational requirements and the ability to assist external and internal customers during the core business hours.
- These guidelines are developed for the use of a pilot program for a compressed workweek at the South Carolina Department of Transportation.
- The pilot program will begin on *Monday, June 16<sup>th</sup>* and will run through *Friday, August 29, 2008*.
- For the purpose of these guidelines, a compressed workweek is defined as working four workdays instead of the normally scheduled five workdays during a workweek period for a total of an employee's normal work hours; that is, either 37.5 hours per week or 40.0 hours per week.
- Non-exempt employees may not exceed 40 working hours per week without receiving overtime; otherwise, SCDOT is in violation of the FLSA.
- Employees normally eligible for overtime would only be eligible once they exceed 40 work hours per week.
- Full-time, part-time and temporary employees are eligible to participate in this program upon the approval of their supervisor
- An employee may not arrive before 7:00 am and may not depart later than 6:00 pm.
- An employee must take at least a 30 minute lunch break period each day between the hours of 11 am and 2 pm.
- Employees may not use any break periods to shorten their work hours.
- Supervisors must ensure different days of the week are chosen in order to minimize the reduced work coverage.
- An employee is not eligible to change their compressed workweek schedule; that is, an employee will have the same day off every week. A supervisor may approve an exception to this in order to have appropriate office coverage or respond to work needs or requirements.
- Designated paid holidays are all paid at the level of the employee's normal daily hours (e.g., 7.5 or 8.0 hours); therefore, an employee will need to make up the extra time, pending the supervisor's approval, for the holiday during the workweek, take annual leave or leave without pay.
- If a paid holiday falls on an employee's compressed day off, an alternate day should be taken as approved by the supervisor within 90 days of the scheduled holiday.
- An employee taking annual and/or sick leave must take the amount of leave commensurate with their compressed work schedule.
- An employee's pay will not be impacted as long as the employee maintains their scheduled work hours.
- An employee may continue working their current schedule if they do not wish to participate in this pilot program.
- At the end of the pilot period, the program will be reviewed for cost savings, employee productivity and the overall benefit for the employee and for SCDOT.

June 12, 2008



## **WORK HOUR OVERVIEW COMPRESSED WORKWEEK PILOT PROGRAM**

### **Compressed 4-Day Workweek**

The following are sample workday hours. The supervisor has the final approval authority.

#### **37.5 Hour per Week Employee**

3 – 9.5 hour workdays  
1 – 9.0 hour workday

3 workdays	7:30 am to 6:00 pm (1 hour lunch)
1 workday	7:30 am to 5:30 pm (1 hour lunch)

3 workdays	8:00 am to 6:00 pm (1/2 hour lunch)
1 workday	8:00 am to 5:30 pm (1/2 hour lunch)

#### **40.0 Hour per Week Employee**

4 – 10 hour workdays

4 workdays	7:00 am to 6:00 pm (1 hour lunch)
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4 workdays	7:30 am to 6:00 pm (1/2 hour lunch)
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## PARTICIPATION AGREEMENT

### COMPRESSED WORKWEEK PILOT PROGRAM 4-Day Workweek

Employee Name \_\_\_\_\_ Employee # \_\_\_\_\_

Section/Division \_\_\_\_\_

I wish to participate in the Compressed Workweek Pilot Program. I understand the hours of benefit time drawn to cover paid days off will correspond with the hours scheduled under the Compressed Workweek Pilot Program. I have read the guidelines of the program dated June 12, 2008, and agree to follow the guidelines as written.

I understand that this agreement with me may be terminated by SCDOT in the event that the program is misused or in the event that workload requirements/assignments cannot be completed as required by my supervisor or a supervisor in my chain of command.

My work schedule will be as follows:

Day 1 \_\_\_\_\_ Monday  
Day 2 \_\_\_\_\_ Tuesday  
Day 3 \_\_\_\_\_ Wednesday  
Day 4 \_\_\_\_\_ Thursday  
Day 5 \_\_\_\_\_ Friday

Designated paid holidays are all paid at the level of the employee's normal daily hours (e.g., 7.5 or 8.0 hours); therefore, an employee will need to make up the extra time, pending the supervisor's approval, for the holiday during the workweek, take annual leave or leave without pay.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date



## PARTICIPATION AGREEMENT

### COMPRESSED WORKWEEK PILOT PROGRAM 4-Day Workweek

Employee Name \_\_\_\_\_ Employee # \_\_\_\_\_

Section/Division \_\_\_\_\_

I wish to participate in the Compressed Workweek Pilot Program. I understand the hours of benefit time drawn to cover paid days off will correspond with the hours scheduled under the Compressed Workweek Pilot Program. I have read the guidelines of the program dated June 12, 2008, and agree to follow the guidelines as written.

I understand that this agreement with me may be terminated by SCDOT in the event that the program is misused or in the event that workload requirements/assignments cannot be completed as required by my supervisor or a supervisor in my chain of command.

My work schedule will be as follows:

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Day 3 \_\_\_\_\_ Wednesday  
Day 4 \_\_\_\_\_ Thursday  
Day 5 \_\_\_\_\_ Friday

Designated paid holidays are all paid at the level of the employee's normal daily hours (e.g., 7.5 or 8.0 hours); therefore, an employee will need to make up the extra time, pending the supervisor's approval, for the holiday during the workweek, take annual leave or leave without pay.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

**From:** SCDOT Announcement  
**Sent:** Wednesday, August 13, 2008 3:56 PM  
**Subject:** Compressed Workweek

Secretary Limehouse has extended the Four-Day Compressed Work Week Program at SCDOT to continue open-ended after August 29. Therefore this program is no longer a "pilot program." Secretary Limehouse has agreed to let the program continue as long as it's successful.

Attached are the Guidelines for the Compressed Work Week. Please note that any employee who signed up for the program during the summer need not sign another agreement to continue with the four-day schedule. Any employee who wishes to sign up, and has not participated in the program previously needs to contact his or her supervisor.

Thank you for your interest and attention.

If you have any questions, please contact the Human Resources Office at (803)737-1322.

<http://iwww.dot.state.sc.us/PDF/broadcasts/Guidelines4-day-workweek-final.pdf>



## **GUIDELINES FOR WORKING A COMPRESSED WORKWEEK**

- The employee's supervisor must approve an employee's participation in this program in advance. The supervisor must ensure appropriate coverage for their work area Monday through Friday, 8:30 am to 5:00 pm. (core hours). Appropriate coverage is defined as the work area's ability to respond to inquiries, operational requirements and the ability to assist external and internal customers during the core business hours.
- These guidelines are developed for the use of a compressed workweek at the South Carolina Department of Transportation.
- For the purpose of these guidelines, a compressed workweek is defined as working four workdays instead of the normally scheduled five workdays during a workweek period for a total of an employee's normal work hours; that is, either 37.5 hours per week or 40.0 hours per week.
- Non-exempt employees may not exceed 40 working hours per week without receiving overtime; otherwise, SCDOT is in violation of the FLSA.
- Employees normally eligible for overtime would only be eligible once they exceed 40 work hours per week.
- Full-time, part-time and temporary employees are eligible to participate in this program upon the approval of their supervisor
- An employee may not arrive before 7:00 am and may not depart later than 6:00 pm.
- An employee must take at least a 30 minute lunch break period each day between the hours of 11 am and 2 pm.
- Employees may not use any break periods to shorten their work hours.
- Supervisors must ensure different days of the week are chosen in order to minimize the reduced work coverage.
- An employee is not eligible to change their compressed workweek schedule; that is, an employee will have the same day off every week. A supervisor may approve an exception to this in order to have appropriate office coverage or respond to work needs or requirements.
- Designated paid holidays are all paid at the level of the employee's normal daily hours (e.g., 7.5 or 8.0 hours); therefore, an employee will need to make up the extra time, pending the supervisor's approval, for the holiday during the workweek, take annual leave or leave without pay.
- If a paid holiday falls on an employee's compressed day off, an alternate day should be taken as approved by the supervisor within 90 days of the scheduled holiday.
- An employee taking annual and/or sick leave must take the amount of leave commensurate with their compressed work schedule.
- An employee's pay will not be impacted as long as the employee maintains their scheduled work hours.
- An employee may continue working their current schedule if they do not wish to participate in this program.
- The Secretary of Transportation may suspend the compressed workweek program at any time.

August 13, 2008

# **WORK HOUR OVERVIEW COMPRESSED WORKWEEK PROGRAM**

## **Compressed 4-Day Workweek**

The following are sample workday hours. The supervisor has the final approval authority.

### **37.5 Hour per Week Employee**

3 – 9.5 hour workdays  
1 – 9.0 hour workday

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1 workday	7:30 am to 5:30 pm (1 hour lunch)

3 workdays	8:00 am to 6:00 pm (1/2 hour lunch)
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### **40.0 Hour per Week Employee**

4 – 10 hour workdays

4 workdays	7:00 am to 6:00 pm (1 hour lunch)
4 workdays	7:30 am to 6:00 pm (1/2 hour lunch)

## PARTICIPATION AGREEMENT

### COMPRESSED WORKWEEK PROGRAM 4-Day Workweek

Employee Name \_\_\_\_\_ Employee # \_\_\_\_\_

Section/Division \_\_\_\_\_

I wish to participate in the Compressed Workweek Program. I understand the hours of benefit time drawn to cover paid days off will correspond with the hours scheduled under the Compressed Workweek Program. I have read the guidelines of the program dated August 13, 2008, and agree to follow the guidelines as written.

I understand that this agreement with me may be terminated by SCDOT in the event that the program is misused or in the event that workload requirements/assignments cannot be completed as required by my supervisor or a supervisor in my chain of command.

My work schedule will be as follows:

Day 1 \_\_\_\_\_ Monday  
Day 2 \_\_\_\_\_ Tuesday  
Day 3 \_\_\_\_\_ Wednesday  
Day 4 \_\_\_\_\_ Thursday  
Day 5 \_\_\_\_\_ Friday

Designated paid holidays are all paid at the level of the employee's normal daily hours (e.g., 7.5 or 8.0 hours); therefore, an employee will need to make up the extra time, pending the supervisor's approval, for the holiday during the workweek, take annual leave or leave without pay.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date



February  
2009

CERTIFIED  
PUBLIC  
MANAGER

# CPMProgram

## Appendix 2

### Survey Data

**From:** [Monts-Chamblee, Mary Gail](#)  
**To:** [Leaphart, Andy;](#)  
**cc:** [Woodrum, Joann H;](#)  
**Subject:** RE: CPM Project  
**Date:** Wednesday, September 03, 2008 4:33:47 PM

---

Statewide Number of Employees Who Elected to Participate  
575

in the Pilot Program (beginning June 16, 2008)

Statewide Number of Employees Currently Participating in the  
670

Compressed Workweek Program

Percentage of Headquarters' Employees Participating in the Program  
29%

Percentage of District Employees Participating in the Program  
8%

(excluding maintenance employees who were already on an adjusted schedule)

Statewide Percentage of Employees Participating in the Program  
13%

---

**From:** Leaphart, Andy  
**Sent:** Tuesday, September 02, 2008 11:52 AM  
**To:** Monts-Chamblee, Mary Gail  
**Cc:** Woodrum, Joann H  
**Subject:** CPM Project



Mary Gail:

Jo Ann Woodrum and I are working together on our CPM project to determine the success of the four day work week. As part of our research, we will be surveying SCDOT employees about the impacts of the 4-day program. To begin our process, we need to know how many employees are participating in the program. Please let me know if you can supply this number and the date associated with this participation (e. g., 499 employees are actively enrolled in the program as of September 1). Once we have this number, Nathan Strong, our project mentor, will let us know how many employees and supervisors we need to survey.

I appreciate your help with this and will probably be in touch later as we get further into the project.

If you need additional information, please let me know. Thanks.

Andy

Andrew T. Leaphart, PE

SC Department of Transportation

(803) 737-1994

(803) 737-5053 fax

(803) 429-9673 mobile



**From:** [Strong, Nathan](#)  
**To:** [Leaphart, Andy;](#)  
**Subject:** RE: CPM Project - Survey Requirements and Questions  
**Date:** Wednesday, September 10, 2008 10:49:54 AM  
**Attachments:** [EMPLOYEE MASTER QUESTION LIST.doc](#)

---

Your sample size for a 95% confidence level and a 95% confidence interval would be 244. So, you are going to have to estimate how many of the 670 you need to survey to ensure getting at least 244 back. If you assume a 60% response rate, you'd need to send out about 407.

A copy of the possible questions is attached. They are formatted in both question and statement formats. I prefer the statements with a 1-5 scale from strongly agree to strongly disagree, but it is really up to you. Let me know if you need anything else.

---

**From:** Leaphart, Andy [mailto:[Leaphart@dot.state.sc.us](mailto:Leaphart@dot.state.sc.us)]  
**Sent:** Tuesday, September 09, 2008 3:28 PM  
**To:** Strong, Nathan  
**Cc:** Woodrum, Joann H  
**Subject:** CPM Project - Survey Requirements and Questions

Nathan:

As we discussed on August 21, I contacted Mary Gail about the number of SCDOT employees participating in the four day work week program. Currently, 670, or 13% of all, SCDOT employees are on the program. This is up slightly from the 575 employee who initially signed up for the pilot program in June.

At our project planning meeting, you asked that I find out the number of employees currently on a four day week. From this information, you were going to let me know about the number of surveys I would need for our project. You also indicated that you had stockpile of questions that I could use to develop our survey. If possible, please email me the questions so I can select the right ones for the survey.

If you need additional information, please let me know. Thanks.

Andy

# FOUR-DAY COMPRESSED WORK WEEK PROGRAM SURVEY

Are you currently participating in the Four-Day Compressed Work Week Program?

☐ Yes, I currently work a four-day week.

What day do you take off?

☐ MONDAY ☐ TUESDAY ☐ WEDNESDAY ☐ THURSDAY ☐ FRIDAY

☐ I previously participated in the Four-Day Compressed Work Week Program, but have returned to a five day schedule.

What day did you take off?

☐ MONDAY ☐ TUESDAY ☐ WEDNESDAY ☐ THURSDAY ☐ FRIDAY

☐ No, I have always worked a five day schedule.

Please rate the following statements on a scale of 1 – 5, where 1 is "STRONGLY DISAGREE" and 5 is "STRONGLY AGREE." If the statement does not apply to you, please mark "NOT APPLICABLE."

<i>Productivity</i>	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	NOT APPLICABLE
1. The Four-Day Compressed Work Week Program is a benefit to SCDOT.	①	②	③	④	⑤	<input type="radio"/>
2. The Four-Day Compressed Work Week Program improves SCDOT's productivity.	①	②	③	④	⑤	<input type="radio"/>
3. The Four-Day Compressed Work Week Program improves SCDOT's level of service to its customers.	①	②	③	④	⑤	<input type="radio"/>
4. I am more productive in my job because of the compressed work week program.	①	②	③	④	⑤	<input type="radio"/>
5. I am able to schedule meetings within my work group while working a compressed week.	①	②	③	④	⑤	<input type="radio"/>
6. I am able to schedule meetings with other sections or groups while working a compressed week.	①	②	③	④	⑤	<input type="radio"/>
7. I accomplish more tasks each day while working a compressed week.	①	②	③	④	⑤	<input type="radio"/>
8. I accomplish more tasks each week while working a compressed week.	①	②	③	④	⑤	<input type="radio"/>



*Leave*

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	NOT APPLICABLE
9. I am able to schedule medical appointments and personal errands on my day off.	①	②	③	④	⑤	○
10. I have increased my annual leave balance because of the compressed work week program.	①	②	③	④	⑤	○
11. I have increased my sick leave balance because of the compressed work week program.	①	②	③	④	⑤	○
12. I am able to accurately track and schedule my leave while working a compressed schedule.	①	②	③	④	⑤	○

*Focus and Fatigue*

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	NOT APPLICABLE
13. I am exhausted at the end of my work day because of the extended hours.	①	②	③	④	⑤	○
14. I am able to maintain my focus throughout the extended work day.	①	②	③	④	⑤	○
15. I need additional work breaks when working an extended day.	①	②	③	④	⑤	○
16. The Four-Day Compressed Work Week Program works best during the months of Daylight Savings Time.	①	②	③	④	⑤	○

*Morale*

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	NOT APPLICABLE
17. The Four-Day Compressed Work Week Program is a benefit to SCDOT's employees.	①	②	③	④	⑤	○
18. The Four-Day Compressed Work Week Program improves SCDOT employee morale.	①	②	③	④	⑤	○
19. I am more productive in my personal life because of the compressed work week program.	①	②	③	④	⑤	○
20. I have more time in my personal life for family, relaxation, and community involvement.	①	②	③	④	⑤	○
21. I have saved money because of the Four-Day Compressed Work Week Program.	①	②	③	④	⑤	○
22. The program shows SCDOT's concern for its employees.	①	②	③	④	⑤	○



# Questionnaire

## Four-Day Compressed Work Week Program Survey

Home

Each question is multiple choice. Please choose one answer for each question below.

Spell Check

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● Are you currently participating in the Four-Day Compressed Work Week Program?

- ☐ Yes, I currently take Monday off.
- ☐ Yes, I currently take Tuesday off.
- ☐ Yes, I currently take Wednesday off.
- ☐ Yes, I currently take Thursday off.
- ☐ Yes, I currently take Friday off.
- ☐ Not now, but I used to take Monday off.
- ☐ Not now, but I used to take Tuesday off.
- ☐ Not now, but I used to take Wednesday off.
- ☐ Not now, but I used to take Thursday off.
- ☐ Not now, but I used to take Friday off.
- ☐ No, I have never participated.

● For the next series of questions, please rate on a scale of 1 - 5 where 1 is "Strongly Disagree", 2 is "Somewhat Disagree", 3 is "Neither Agree or Disagree", 4 is "Somewhat Agree", 5 is "Strongly Agree", and N/A is "Not Applicable".

The four-day compressed work week program is a benefit to SCDOT.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● The Four-Day Compressed Work Week Program improves SCDOT's productivity.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● The Four-Day Compressed Work Week Program improves SCDOT's level of service to its customers.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● I am more productive in my job because of the compressed work week program.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● I am able to schedule meetings within my work group while working a compressed week.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree

- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I am able to schedule meetings with other sections or groups while working a compressed week.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I accomplish more tasks each day while working a compressed week.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I accomplish more tasks each week while working a compressed week.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I am able to schedule medical appointments and personal errands on my day off.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I have increased my annual leave balance because of the compressed work week program.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I have increased my sick leave balance because of the compressed work week program.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I am able to accurately track and schedule my leave while working a compressed schedule.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I am exhausted at the end of my work day because of the extended hours.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● I am able to maintain my focus throughout the extended work day.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● I need additional work breaks when working an extended day.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● The Four-Day Compressed Work Week Program works best during the months of Daylight Savings Time.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● The Four-Day Compressed Work Week Program is a benefit to SCDOT's employees.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● The Four-Day Compressed Work Week Program improves SCDOT employee morale.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● I am more productive in my personal life because of the compressed work week program.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

● I have more time in my personal life for family, relaxation, and community involvement.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree



- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ I have saved money because of the Four-Day Compressed Work Week Program.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

☒ The program shows SCDOT's concern for its employees.

- ☐ 1 - Strongly Disagree
- ☐ 2 - Somewhat Disagree
- ☐ 3 - Neither Agree or Disagree
- ☐ 4 - Somewhat Agree
- ☐ 5 - Strongly Agree
- ☐ N/A - Not Applicable

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### Filtered Results

	Yes Mondays Off	Yes Tuesdays Off	Yes Wednesdays Off	Yes Thursdays Off	Yes Fridays Off	Previously had Mondays Off	Previously had Tuesdays Off	Previously had Wednesdays Off	Previously had Thursdays Off	Previously had Fridays Off	No Work 5 Days	No Response	Total Responses
Initial Response	158	2	25	5	417	112	6	14	3	310	539	43	1634

Currently Participating 607  
Previously Participated 445  
Never Participated 539

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree	Not Applicable	No Response	Total Responses
Question 1	100	93	160	258	911	37	75	1634
Question 2	127	118	248	325	685	46	85	1634
Question 3	107	163	333	308	571	59	93	1634
Question 4	83	66	162	201	680	357	85	1634
Question 5	61	61	95	182	707	439	89	1634
Question 6	71	64	91	214	660	444	90	1634
Question 7	62	43	116	206	731	381	95	1634
Question 8	62	61	142	244	659	378	88	1634
Question 9	54	32	76	150	855	381	86	1634
Question 10	70	70	204	213	563	438	76	1634
Question 11	65	55	263	222	521	431	77	1634
Question 12	78	47	112	191	719	408	79	1634
Question 13	452	168	221	156	147	394	96	1634
Question 14	81	58	104	230	680	382	99	1634
Question 15	399	190	284	150	133	375	103	1634
Question 16	246	142	435	239	257	209	106	1634
Question 17	78	37	117	278	956	57	111	1634
Question 18	74	49	211	307	808	72	113	1634
Question 19	70	48	138	198	699	359	122	1634
Question 20	67	44	106	197	738	348	134	1634
Question 21	67	34	165	223	639	347	159	1634
Question 22	83	34	172	293	753	38	261	1634

## Participant Results

	Yes Mondays Off	Yes Tuesdays Off	Yes Wednesdays Off	Yes Thursdays Off	Yes Fridays Off	Previously had Mondays Off	Previously had Tuesdays Off	Previously had Wednesdays Off	Previously had Thursdays Off	Previously had Fridays Off	No Work 5 Days	Total Responses	
Initial Response	158	2	25	5	417	0	0	0	0	0	0	607	

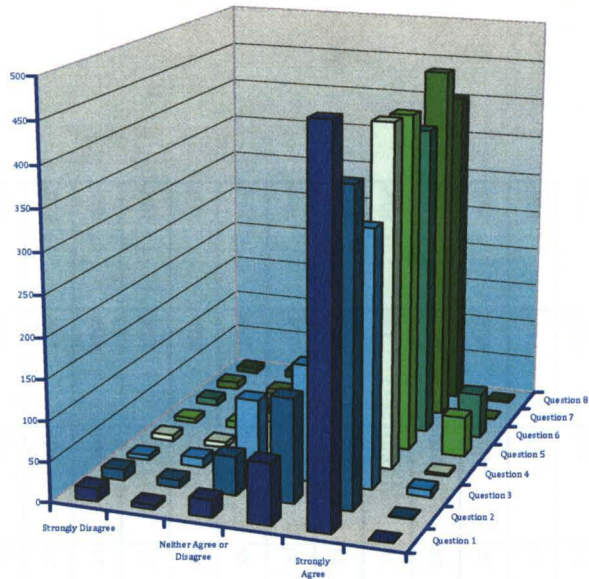
Currently Participating      607

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree	Not Applicable	No Response	Total Responses	% Strongly Agree	% Somewhat Agree
Question 1	16	6	22	75	471	0	17	607	78%	12%
Question 2	14	10	48	128	385	1	21	607	63%	21%
Question 3	6	12	94	145	318	9	23	607	52%	24%
Question 4	8	7	42	95	427	3	25	607	70%	16%
Question 5	6	9	13	78	422	50	29	607	70%	13%
Question 6	9	7	13	101	389	57	31	607	64%	17%
Question 7	9	6	26	88	449	1	28	607	74%	14%
Question 8	7	9	42	122	403	1	23	607	66%	20%
Question 9	10	8	23	59	479	4	24	607	79%	10%
Question 10	12	35	98	109	310	16	27	607	51%	18%
Question 11	10	21	130	118	289	14	25	607	48%	19%
Question 12	24	13	27	88	425	2	28	607	70%	14%
Question 13	294	92	88	59	41	5	28	607	7%	10%
Question 14	30	8	22	107	411	1	28	607	68%	18%
Question 15	263	98	134	47	33	2	30	607	5%	8%
Question 16	133	84	203	61	77	20	29	607	13%	10%
Question 17	7	6	17	64	483	0	30	607	80%	11%
Question 18	6	3	46	90	430	1	31	607	71%	15%
Question 19	9	9	43	91	418	3	34	607	69%	15%
Question 20	10	12	23	87	436	3	36	607	72%	14%
Question 21	12	5	59	103	381	2	45	607	63%	17%
Question 22	17	8	40	82	384	1	75	607	63%	14%

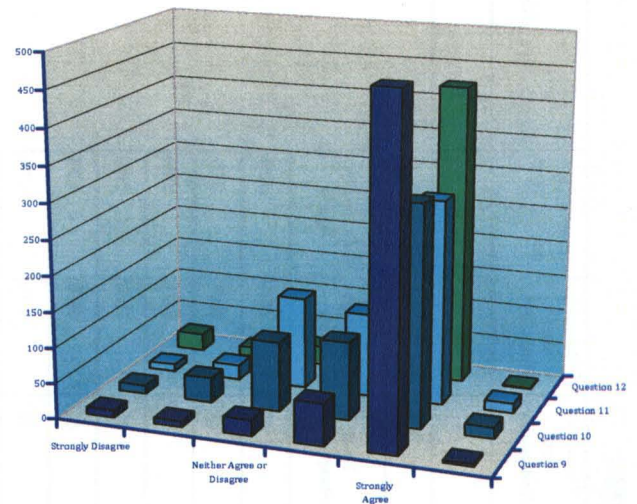


# Participant Graphs

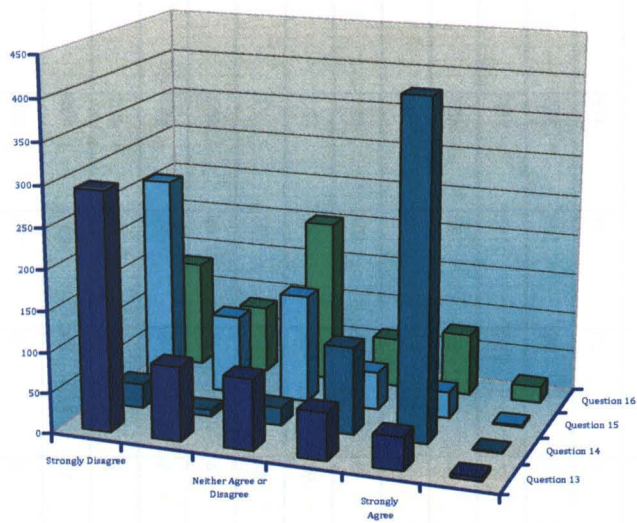
## Productivity



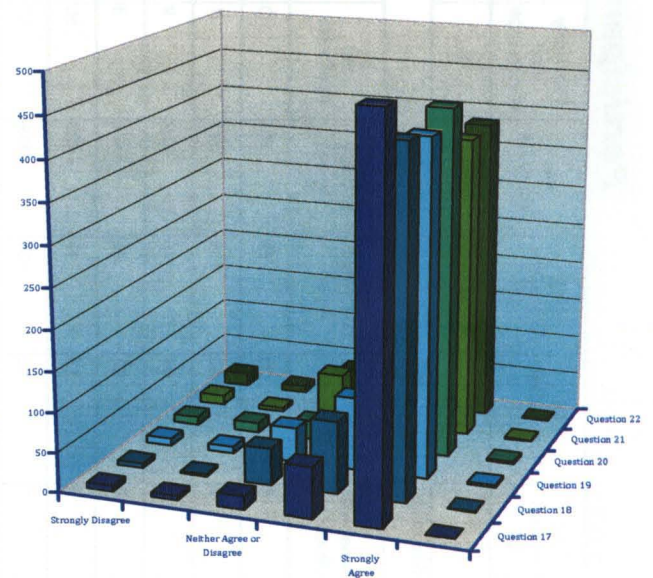
## Leave



## Focus & Fatigue



## Morale



### Previous Participant Results

	Yes Mondays Off	Yes Tuesdays Off	Yes Wednesdays Off	Yes Thursdays Off	Yes Fridays Off	Previously had Mondays Off	Previously had Tuesdays Off	Previously had Wednesdays Off	Previously had Thursdays Off	Previously had Fridays Off	No Work 5 Days	Total Responses	
Initial Response	0	0	0	0	0	112	6	14	3	310	0	445	

Previously Participated      445

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree	Not Applicable	No Response	Total Responses	% Strongly Agree	% Somewhat Agree
Question 1	20	24	39	66	285	0	173	607	47%	11%
Question 2	33	34	54	95	215	0	176	607	35%	16%
Question 3	28	43	83	91	186	1	175	607	31%	15%
Question 4	28	36	59	73	212	27	172	607	35%	12%
Question 5	22	28	35	67	217	65	173	607	36%	11%
Question 6	24	31	30	72	211	64	175	607	35%	12%
Question 7	19	20	45	84	237	22	180	607	39%	14%
Question 8	22	33	50	94	208	22	178	607	34%	15%
Question 9	21	15	17	61	292	21	180	607	48%	10%
Question 10	26	25	63	72	201	45	175	607	33%	12%
Question 11	24	24	81	73	190	40	175	607	31%	12%
Question 12	24	21	42	81	237	28	174	607	39%	13%
Question 13	130	58	73	79	67	24	176	607	11%	13%
Question 14	23	35	36	91	219	24	179	607	36%	15%
Question 15	106	78	92	67	64	23	177	607	11%	11%
Question 16	66	33	111	85	119	14	179	607	20%	14%
Question 17	22	9	37	77	279	2	181	607	46%	13%
Question 18	25	16	65	91	229	3	178	607	38%	15%
Question 19	23	30	48	81	224	24	177	607	37%	13%
Question 20	24	21	43	76	240	23	180	607	40%	13%
Question 21	22	21	63	87	206	23	185	607	34%	14%
Question 22	25	11	46	89	211	8	217	607	35%	15%



## Non-Participant Results

	Yes Mondays Off	Yes Tuesdays Off	Yes Wednesdays Off	Yes Thursdays Off	Yes Fridays Off	Previously had Mondays Off	Previously had Tuesdays Off	Previously had Wednesdays Off	Previously had Thursdays Off	Previously had Fridays Off	No Work 5 Days	Total Responses	
Initial Response	0	0	0	0	0	0	0	0	0	0	539	539	

Never Participated

539

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree	Not Applicable	No Response	Total Responses	% Strongly Agree	% Somewhat Agree
Question 1	64	63	96	113	148	36	19	539	27%	21%
Question 2	80	73	143	98	81	44	20	539	15%	18%
Question 3	72	108	154	69	63	46	27	539	12%	13%
Question 4	46	23	59	30	34	323	24	539	6%	6%
Question 5	32	24	45	34	59	318	27	539	11%	6%
Question 6	37	26	46	37	52	317	24	539	10%	7%
Question 7	34	15	43	28	39	353	27	539	7%	5%
Question 8	31	19	46	25	37	349	32	539	7%	5%
Question 9	22	7	33	24	73	352	28	539	14%	4%
Question 10	29	9	41	26	39	371	24	539	7%	5%
Question 11	28	9	47	23	33	368	31	539	6%	4%
Question 12	28	9	38	19	47	371	27	539	9%	4%
Question 13	27	16	55	17	25	361	38	539	5%	3%
Question 14	25	13	43	27	41	354	36	539	8%	5%
Question 15	28	12	54	34	29	347	35	539	5%	6%
Question 16	47	24	120	89	51	171	37	539	9%	17%
Question 17	48	22	60	134	186	51	38	539	35%	25%
Question 18	42	30	99	119	144	67	38	539	27%	22%
Question 19	37	9	47	21	54	331	40	539	10%	4%
Question 20	31	11	38	32	59	321	47	539	11%	6%
Question 21	31	8	43	29	49	322	57	539	9%	5%
Question 22	41	15	86	122	158		88	539	29%	23%



Day	1/2/20	1/3/20	1/4/20	1/5/20	1/6/20	1/7/20	1/8/20	1/9/20	1/10/20	1/11/20	1/12/20	1/13/20	1/14/20	1/15/20	1/16/20	1/17/20	1/18/20	1/19/20	1/20/20	1/21/20	1/22/20	1/23/20	1/24/20	1/25/20	1/26/20	1/27/20	1/28/20	1/29/20	1/30/20	1/31/20	2/1/20	2/2/20	2/3/20	2/4/20	2/5/20	2/6/20	2/7/20	2/8/20	2/9/20	2/10/20	2/11/20	2/12/20	2/13/20	2/14/20	2/15/20	2/16/20	2/17/20	2/18/20	2/19/20	2/20/20	2/21/20	2/22/20	2/23/20	2/24/20	2/25/20	2/26/20	2/27/20	2/28/20	2/29/20	2/30/20	3/1/20	3/2/20	3/3/20	3/4/20	3/5/20	3/6/20	3/7/20	3/8/20	3/9/20	3/10/20	3/11/20	3/12/20	3/13/20	3/14/20	3/15/20	3/16/20	3/17/20	3/18/20	3/19/20	3/20/20	3/21/20	3/22/20	3/23/20	3/24/20	3/25/20	3/26/20	3/27/20	3/28/20	3/29/20	3/30/20	3/31/20	4/1/20	4/2/20	4/3/20	4/4/20	4/5/20	4/6/20	4/7/20	4/8/20	4/9/20	4/10/20	4/11/20	4/12/20	4/13/20	4/14/20	4/15/20	4/16/20	4/17/20	4/18/20	4/19/20	4/20/20	4/21/20	4/22/20	4/23/20	4/24/20	4/25/20	4/26/20	4/27/20	4/28/20	4/29/20	4/30/20	5/1/20	5/2/20	5/3/20	5/4/20	5/5/20	5/6/20	5/7/20	5/8/20	5/9/20	5/10/20	5/11/20	5/12/20	5/13/20	5/14/20	5/15/20	5/16/20	5/17/20	5/18/20	5/19/20	5/20/20	5/21/20	5/22/20	5/23/20	5/24/20	5/25/20	5/26/20	5/27/20	5/28/20	5/29/20	5/30/20	5/31/20	6/1/20	6/2/20	6/3/20	6/4/20	6/5/20	6/6/20	6/7/20	6/8/20	6/9/20	6/10/20	6/11/20	6/12/20	6/13/20	6/14/20	6/15/20	6/16/20	6/17/20	6/18/20	6/19/20	6/20/20	6/21/20	6/22/20	6/23/20	6/24/20	6/25/20	6/26/20	6/27/20	6/28/20	6/29/20	6/30/20	7/1/20	7/2/20	7/3/20	7/4/20	7/5/20	7/6/20	7/7/20	7/8/20	7/9/20	7/10/20	7/11/20	7/12/20	7/13/20	7/14/20	7/15/20	7/16/20	7/17/20	7/18/20	7/19/20	7/20/20	7/21/20	7/22/20	7/23/20	7/24/20	7/25/20	7/26/20	7/27/20	7/28/20	7/29/20	7/30/20	7/31/20	8/1/20	8/2/20	8/3/20	8/4/20	8/5/20	8/6/20	8/7/20	8/8/20	8/9/20	8/10/20	8/11/20	8/12/20	8/13/20	8/14/20	8/15/20	8/16/20	8/17/20	8/18/20	8/19/20	8/20/20	8/21/20	8/22/20	8/23/20	8/24/20	8/25/20	8/26/20	8/27/20	8/28/20	8/29/20	8/30/20	8/31/20	9/1/20	9/2/20	9/3/20	9/4/20	9/5/20	9/6/20	9/7/20	9/8/20	9/9/20	9/10/20	9/11/20	9/12/20	9/13/20	9/14/20	9/15/20	9/16/20	9/17/20	9/18/20	9/19/20	9/20/20	9/21/20	9/22/20	9/23/20	9/24/20	9/25/20	9/26/20	9/27/20	9/28/20	9/29/20	9/30/20	10/1/20	10/2/20	10/3/20	10/4/20	10/5/20	10/6/20	10/7/20	10/8/20	10/9/20	10/10/20	10/11/20	10/12/20	10/13/20	10/14/20	10/15/20	10/16/20	10/17/20	10/18/20	10/19/20	10/20/20	10/21/20	10/22/20	10/23/20	10/24/20	10/25/20	10/26/20	10/27/20	10/28/20	10/29/20	10/30/20	10/31/20	11/1/20	11/2/20	11/3/20	11/4/20	11/5/20	11/6/20	11/7/20	11/8/20	11/9/20	11/10/20	11/11/20	11/12/20	11/13/20	11/14/20	11/15/20	11/16/20	11/17/20	11/18/20	11/19/20	11/20/20	11/21/20	11/22/20	11/23/20	11/24/20	11/25/20	11/26/20	11/27/20	11/28/20	11/29/20	11/30/20	12/1/20	12/2/20	12/3/20	12/4/20	12/5/20	12/6/20	12/7/20	12/8/20	
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[illegible]









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Day	1/29/2019	1/30/2019	1/31/2019	2/1/2019	2/2/2019	2/3/2019	2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	2/9/2019	2/10/2019	2/11/2019	2/12/2019	2/13/2019	2/14/2019	2/15/2019	2/16/2019	2/17/2019	2/18/2019	2/19/2019	2/20/2019	2/21/2019	2/22/2019	2/23/2019	2/24/2019	2/25/2019	2/26/2019	2/27/2019	2/28/2019	2/29/2019	3/1/2019	3/2/2019	3/3/2019	3/4/2019	3/5/2019	3/6/2019	3/7/2019	3/8/2019	3/9/2019	3/10/2019	3/11/2019	3/12/2019	3/13/2019	3/14/2019	3/15/2019	3/16/2019	3/17/2019	3/18/2019	3/19/2019	3/20/2019	3/21/2019	3/22/2019	3/23/2019	3/24/2019	3/25/2019	3/26/2019	3/27/2019	3/28/2019	3/29/2019	3/30/2019	3/31/2019	4/1/2019	4/2/2019	4/3/2019	4/4/2019	4/5/2019	4/6/2019	4/7/2019	4/8/2019	4/9/2019	4/10/2019	4/11/2019	4/12/2019	4/13/2019	4/14/2019	4/15/2019	4/16/2019	4/17/2019	4/18/2019	4/19/2019	4/20/2019	4/21/2019	4/22/2019	4/23/2019	4/24/2019	4/25/2019	4/26/2019	4/27/2019	4/28/2019	4/29/2019	4/30/2019	5/1/2019	5/2/2019	5/3/2019	5/4/2019	5/5/2019	5/6/2019	5/7/2019	5/8/2019	5/9/2019	5/10/2019	5/11/2019	5/12/2019	5/13/2019	5/14/2019	5/15/2019	5/16/2019	5/17/2019	5/18/2019	5/19/2019	5/20/2019	5/21/2019	5/22/2019	5/23/2019	5/24/2019	5/25/2019	5/26/2019	5/27/2019	5/28/2019	5/29/2019	5/30/2019	5/31/2019	6/1/2019	6/2/2019	6/3/2019	6/4/2019	6/5/2019	6/6/2019	6/7/2019	6/8/2019	6/9/2019	6/10/2019	6/11/2019	6/12/2019	6/13/2019	6/14/2019	6/15/2019	6/16/2019	6/17/2019	6/18/2019	6/19/2019	6/20/2019	6/21/2019	6/22/2019	6/23/2019	6/24/2019	6/25/2019	6/26/2019	6/27/2019	6/28/2019	6/29/2019	6/30/2019	7/1/2019	7/2/2019	7/3/2019	7/4/2019	7/5/2019	7/6/2019	7/7/2019	7/8/2019	7/9/2019	7/10/2019	7/11/2019	7/12/2019	7/13/2019	7/14/2019	7/15/2019	7/16/2019	7/17/2019	7/18/2019	7/19/2019	7/20/2019	7/21/2019	7/22/2019	7/23/2019	7/24/2019	7/25/2019	7/26/2019	7/27/2019	7/28/2019	7/29/2019	7/30/2019	7/31/2019	8/1/2019	8/2/2019	8/3/2019	8/4/2019	8/5/2019	8/6/2019	8/7/2019	8/8/2019	8/9/2019	8/10/2019	8/11/2019	8/12/2019	8/13/2019	8/14/2019	8/15/2019	8/16/2019	8/17/2019	8/18/2019	8/19/2019	8/20/2019	8/21/2019	8/22/2019	8/23/2019	8/24/2019	8/25/2019	8/26/2019	8/27/2019	8/28/2019	8/29/2019	8/30/2019	8/31/2019	9/1/2019	9/2/2019	9/3/2019	9/4/2019	9/5/2019	9/6/2019	9/7/2019	9/8/2019	9/9/2019	9/10/2019	9/11/2019	9/12/2019	9/13/2019	9/14/2019	9/15/2019	9/16/2019	9/17/2019	9/18/2019	9/19/2019	9/20/2019	9/21/2019	9/22/2019	9/23/2019	9/24/2019	9/25/2019	9/26/2019	9/27/2019	9/28/2019	9/29/2019	9/30/2019	10/1/2019	10/2/2019	10/3/2019	10/4/2019	10/5/2019	10/6/2019	10/7/2019	10/8/2019	10/9/2019	10/10/2019	10/11/2019	10/12/2019	10/13/2019	10/14/2019	10/15/2019	10/16/2019	10/17/2019	10/18/2019	10/19/2019	10/20/2019	10/21/2019	10/22/2019	10/23/2019	10/24/2019	10/25/2019	10/26/2019	10/27/2019	10/28/2019	10/29/2019	10/30/2019	10/31/2019	11/1/2019	11/2/2019	11/3/2019	11/4/2019	11/5/2019	11/6/2019	11/7/2019	11/8/2019	11/9/2019	11/10/2019	11/11/2019	11/12/2019	11/13/2019	11/14/2019	11/15/2019	11/16/2019	11/17/2019	11/18
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17/01/2020	18/01/2020	19/01/2020	20/01/2020	21/01/2020	22/01/2020	23/01/2020	24/01/2020	25/01/2020	26/01/2020	27/01/2020	28/01/2020	29/01/2020	30/01/2020	31/01/2020	01/02/2020	02/02/2020	03/02/2020	04/02/2020	05/02/2020	06/02/2020	07/02/2020	08/02/2020	09/02/2020	10/02/2020	11/02/2020	12/02/2020	13/02/2020	14/02/2020	15/02/2020	16/02/2020	17/02/2020	18/02/2020	19/02/2020	20/02/2020	21/02/2020	22/02/2020	23/02/2020	24/02/2020	25/02/2020	26/02/2020	27/02/2020	28/02/2020	01/03/2020	02/03/2020	03/03/2020	04/03/2020	05/03/2020	06/03/2020	07/03/2020	08/03/2020	09/03/2020	10/03/2020	11/03/2020	12/03/2020	13/03/2020	14/03/2020	15/03/2020	16/03/2020	17/03/2020	18/03/2020	19/03/2020	20/03/2020	21/03/2020	22/03/2020	23/03/2020	24/03/2020	25/03/2020	26/03/2020	27/03/2020	28/03/2020	29/03/2020	30/03/2020	31/03/2020	01/04/2020	02/04/2020	03/04/2020	04/04/2020	05/04/2020	06/04/2020	07/04/2020	08/04/2020	09/04/2020	10/04/2020	11/04/2020	12/04/2020	13/04/2020	14/04/2020	15/04/2020	16/04/2020	17/04/2020	18/04/2020	19/04/2020	20/04/2020	21/04/2020	22/04/2020	23/04/2020	24/04/2020	25/04/2020	26/04/2020	27/04/2020	28/04/2020	29/04/2020	30/04/2020	01/05/2020	02/05/2020	03/05/2020	04/05/2020	05/05/2020	06/05/2020	07/05/2020	08/05/2020	09/05/2020	10/05/2020	11/05/2020	12/05/2020	13/05/2020	14/05/2020	15/05/2020	16/05/2020	17/05/2020	18/05/2020	19/05/2020	20/05/2020	21/05/2020	22/05/2020	23/05/2020	24/05/2020	25/05/2020	26/05/2020	27/05/2020	28/05/2020	29/05/2020	30/05/2020	31/05/2020	01/06/2020	02/06/2020	03/06/2020	04/06/2020	05/06/2020	06/06/2020	07/06/2020	08/06/2020	09/06/2020	10/06/2020	11/06/2020	12/06/2020	13/06/2020	14/06/2020	15/06/2020	16/06/2020	17/06/2020	18/06/2020	19/06/2020	20/06/2020	21/06/2020	22/06/2020	23/06/2020	24/06/2020	25/06/2020	26/06/2020	27/06/2020	28/06/2020	29/06/2020	30/06/2020	01/07/2020	02/07/2020	03/07/2020	04/07/2020	05/07/2020	06/07/2020	07/07/2020	08/07/2020	09/07/2020	10/07/2020	11/07/2020	12/07/2020	13/07/2020	14/07/2020	15/07/2020	16/07/2020	17/07/2020	18/07/2020	19/07/2020	20/07/2020	21/07/2020	22/07/2020	23/07/2020	24/07/2020	25/07/2020	26/07/2020	27/07/2020	28/07/2020	29/07/2020	30/07/2020	31/07/2020	01/08/2020	02/08/2020	03/08/2020	04/08/2020	05/08/2020	06/08/2020	07/08/2020	08/08/2020	09/08/2020	10/08/2020	11/08/2020	12/08/2020	13/08/2020	14/08/2020	15/08/2020	16/08/2020	17/08/2020	18/08/2020	19/08/2020	20/08/2020	21/08/2020	22/08/2020	23/08/2020	24/08/2020	25/08/2020	26/08/2020	27/08/2020	28/08/2020	29/08/2020	30/08/2020	31/08/2020	01/09/2020	02/09/2020	03/09/2020	04/09/2020	05/09/2020	06/09/2020	07/09/2020	08/09/2020	09/09/2020	10/09/2020	11/09/2020	12/09/2020	13/09/2020	14/09/2020	15/09/2020	16/09/2020	17/09/2020	18/09/2020	19/09/2020	20/09/2020	21/09/2020	22/09/2020	23/09/2020	24/09/2020	25/09/2020	26/09/2020	27/09/2020	28/09/2020	29/09/2020	30/09/2020	01/10/2020	02/10/2020	03/10/2020	04/10/2020	05/10/2020	06/10/2020	07/10/2020	08/10/2020	09/10/2020	10/10/2020	11/10/2020	12/10/2020	13/10/2020	14/10/2020	15/10/2020	16/10
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February  
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# CPMProgram

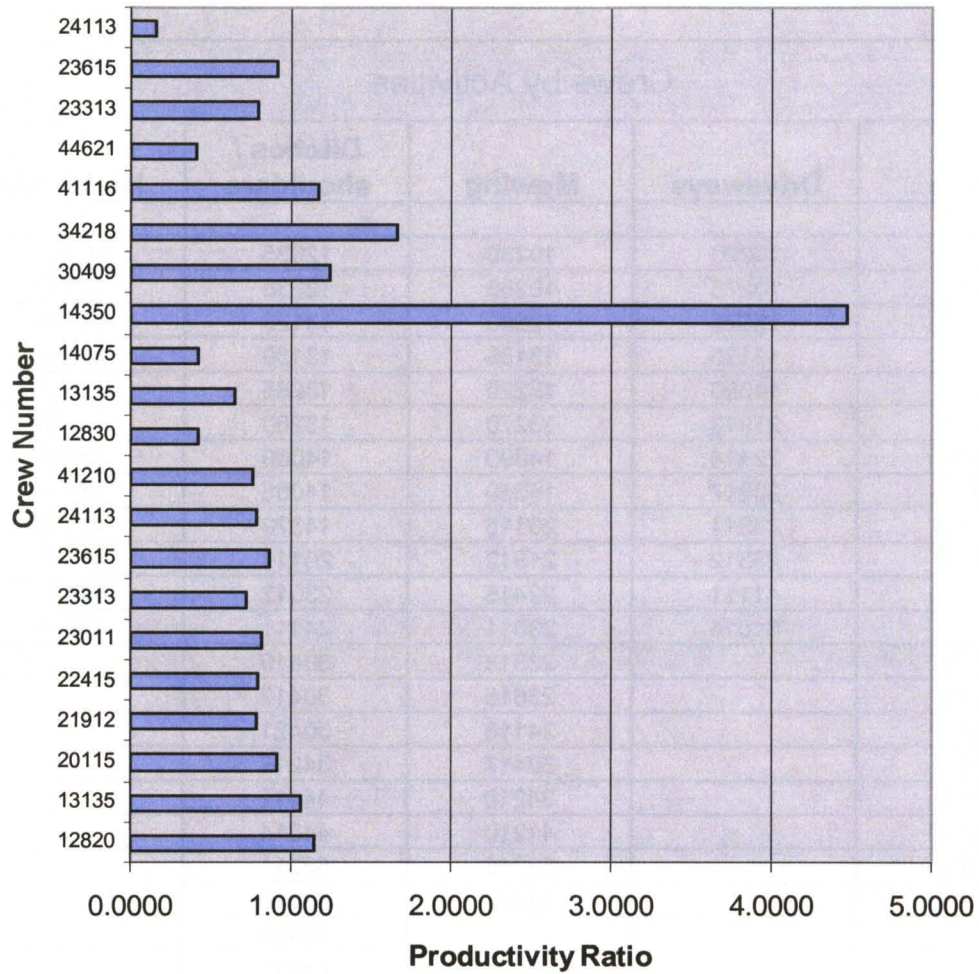
## Appendix 3

### HMMS Data

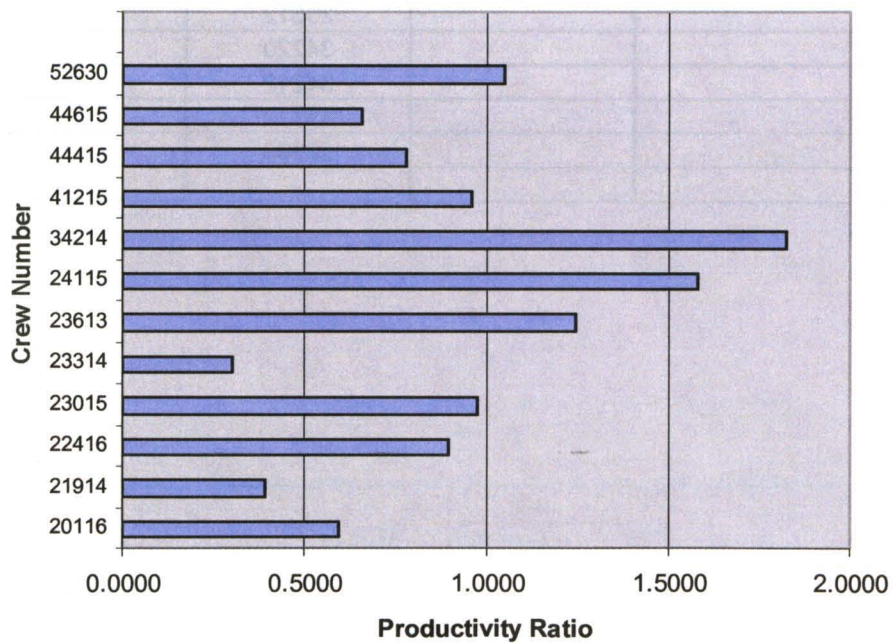
Crews by Activities				
Signs	Driveways	Mowing	Ditches / shoulders	Herbicide
13115	10220	10230	12035	10250
14315	10275	10255	12835	12830
20116	12825	12820	13120	13135
21914	13125	13135	13130	14090
22416	14390	13220	13285	14075
23015	21913	13270	13280	14350
23314	22414	14090	14080	30409
23613	23017	14350	14065	34218
24115	23311	20115	14370	41116
32330	23312	21912	20111	41315
34214	41111	22415	23012	44413
41115	61016	23011	24111	44621
41215		23313	30419	
41315		23615	30412	
44415		24113	30421	
44615		30417	34217	
52630		34219	44412	
53450		41210	44614	
61019		52216	52211	
		53440	52210	
			53420	
			61013	
			10260	
			14360	
			14330	
			21911	
			22411	
			23612	
			34220	
			34212	
			41112	
			52690	

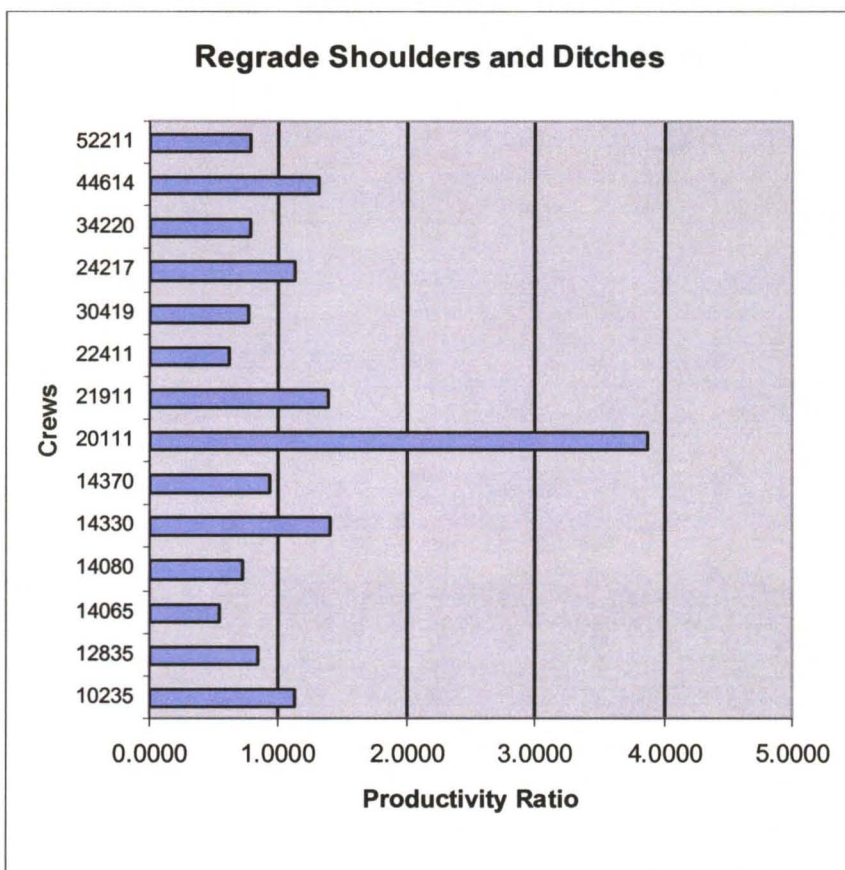
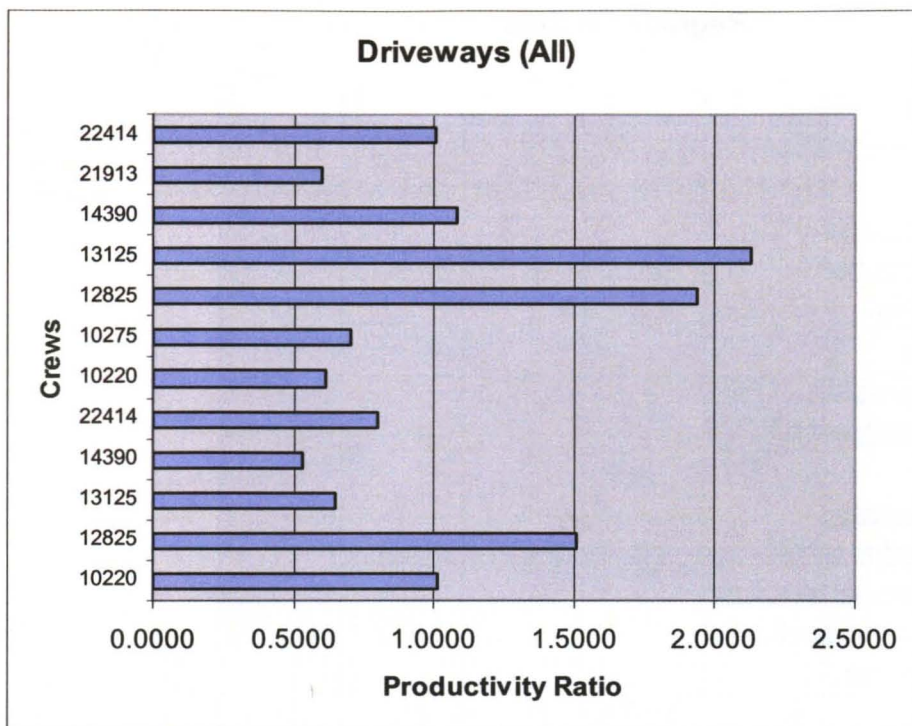


### Mowing



### New Sign Installation







## Regrade Ditches

